

New Employee Integration for the Hiring Manager

The following information is intended to encompass the whole process of successfully recruiting and integrating new employees into state government. If this process is done well, there is a better chance of employee job satisfaction, better performance, organizational commitment, reduced turnover, higher morale and reduction of stress.

Said differently, these new employees will find that state government appears to be and is more professional. Our approach is to provide several reminders and checklists to guide hiring managers through the process, reducing the likelihood of something being overlooked due to infrequent hiring.

We have attempted to simplify this information to encourage its use. Links have been provided to many of the forms and documents hiring managers need to successfully bring someone into the employ of state government. Since each Department has its own unique needs, there are going to be exceptions to some of the material outlined in this document. It is impossible to encompass all the required documents and forms that may be needed. Where it is appropriate, we have given you some kind of an alert that is intended to advise you that you may need to seek a specific Department, Agency or Bureau reference to a particular subject. If you are unsure, contact your agency's Human Resource personnel for specific guidance. The more general links for additional information and forms are highlighted in **BLUE**. *Simply right click on the indicated link and you will go to the information or referenced form.*

Finally, we have categorized the steps within each part of the New Employee Integration process. Those parts of the process that you **MUST** work with or are the sole responsibility of the Human Resource Specialist/Manager are designated as such. Where it is the Hiring Manager's primary responsibility it is categorized accordingly. Still in all, "who actually does what" may come down to what resources are available. If you have any questions on this document or suggestions for improvement, please let us know by contacting the Bureau of Human Resources-Programs Unit.

I. Recruitment

A. Work with Human Resources

1. Cast a net wide enough to capture as many candidates as possible with the skills required for the job.
2. The job description must be clear, concise and accurate; and, reflect actual duties of the position.
3. Make sure that pay and benefits for the position are clear and accurate.
4. Use a welcoming and encouraging tone in all communications to promote the organization and the position to all candidates.
5. Explain to applicants how this position aligns with the mission of the agency.
6. Clarify "entry level" if that is the case so people with little or no experience are encouraged to apply.
7. Emphasize the likelihood of success (if hired) through clear performance expectations and linking the applicant to a mentor.
8. Make sure interview questions follow EEO [AFFIRMATIVE ACTION POLICY STATEMENT](#) requirements.
9. Other GREAT suggestions for the recruiting process can be found on the [SUPERVISOR SKILLS REFERENCE GUIDE](#).

B. Hiring Manager Responsibility

1. Invite people to be a part of the interview process that are most likely to be affected by the position.
2. It is highly recommended that you consult with Human Resources should you have concerns about appropriate questions to ask in selection interviews or the selection process itself.

II. Before the First Day

A. Work with Human Resources

1. Ensure that all [HUMAN RESOURCE SECURITY PROTOCOLS](#) are followed.
2. Justification for hiring and selection statement must be forwarded to agency Human Resources personnel *BEFORE* the selected candidate is notified.
3. Hiring Manager must send all non-selected applicants a “non-select after interview” letter to all interviewed applicants.
4. Use new hire’s name in all correspondence.
5. Confirm salary and benefit information in writing and include Human Resource contact information in confirmation of employment.
6. Schedule ergonomics assessment by contacting your Ergonomic Coordinator.

B. Hiring Manager Responsibility

1. Prepare person for their first day and “sell” the agency, the job and respond to questions. Items to include in preparation of the new employee’s first day should include:
 - a. when/where to report.
 - b. typical attire.
 - c. the first day’s agenda.
 - d. name of receptionist/greeter.
2. Arrange for name plate, welcome sign, desk supplies and special treat (i.e., favorite snack or drink).
3. Complete the first part of most appropriate Performance Management form(s) [BHR FORMS](#) (select Performance Management Form-PER 119).
4. Be sure phone, computer, and any other equipment required for the position is set up and working properly.
5. Make sure any equipment issues are fixed *BEFORE* new employee’s first day and provide contact information for the [TECHNOLOGY HELP DESK](#) should other issues arise.
6. Have instructions prepared on operating the phone system.
 - a. Provide OIT contact information for login, password and system issues via [TECHNOLOGY HELP DESK](#).
 - b. Prepare the various people that will meet the new hire on day one (why are they part of the “welcome committee,” provide some background information on new hire, start date and any other relevant information).
 - c. Contact Department building control coordinator to arrange appropriate building access clearance (if required).
 - d. Assemble written information that will be clear on the first day as to job description and responsibilities. Include update on any major current projects that may become the new employee’s responsibility.
7. Other GREAT suggestions for the recruiting process can be found on the [SUPERVISOR SKILLS REFERENCE GUIDE](#).

III. First Day

A. Work with Human Resources

1. Provide all pertinent information, documents, forms and other relevant information in a professional and personalized “welcome packet.” (Be sure “welcome packet” includes information on work hours, typical attire, inclement-weather policy, where to find agency information, emergency information and contacts, help desk contacts and rules on appropriate use of state equipment.) Welcome packet should include the following information:
 - a. [CYCLE PAY DATE CALENDARS](#)
 - b. [HOLIDAY SCHEDULE](#)
 - c. [FAMILY AND MEDICAL LEAVE POLICY](#)
 - d. [HEALTH & BENEFITS](#) (the following information is available at this link)
 - Health
 - New Health Care Insurance Marketplace Option Information
 - Dental
 - Vision
 - Health Credit Program
 - Retirement Savings Account (Deferred Compensation)
 - Employee Assistance Program
 - Flexible Spending Accounts
 - Wellness (Wellness Centers & State of Maine Gym Program)
 - e. [WORKERS’ COMPENSATION](#)
 - f. [EMPLOYEE HANDBOOK](#)
 - g. [NEW HIRE STATE OF MAINE BHR FORM](#) (Select New Hire Form pers 52)
 - h. [GENERAL EMPLOYEE INFORMATION FORM](#) (Select New Hire Form pers 53)
 - i. [EMPLOYMENT ELIGIBILITY VERIFICATION FORM](#) (Form I-9)
 - j. [STATEMENT CONCERNING YOUR EMPLOYMENT IN A JOB NOT COVERED BY SOCIAL SECURITY](#) (Form SSA-1945)
 - k. [EMPLOYEE DIRECT DEPOSIT REQUEST](#) (for Payroll)
 - l. [SUBSTITUTE W-9 & VENDOR AUTHORIZATION FORM](#)
 - m. [MAINE EMPLOYEE’S WITHHOLDING ALLOWANCE CERTIFICATE](#) (Form W-4ME)
 - n. [FEDERAL EMPLOYEE’S WITHHOLDING ALLOWANCE CERTIFICATE](#) (Form W-4)
 - o. [PERS APPLICATION FOR MEMBERSHIP](#)
 - p. [PERS DESIGNATION OF BENEFICIARY PRE-RETIREMENT DEATH BENEFITS and COMPLETION INSTRUCTIONS](#)
 - q. [PERS APPLICATION FOR GROUP LIFE INSURANCE COVERAGE](#)
 - r. [GROUP BENEFITS PLAN\(S\) APPLICATION/CHANGE FORM](#)
 - s. [MAINE STATE EMPLOYEES ASSOCIATION INFORMATION](#) (if applicable)
 - t. STATEWIDE EMPLOYEE REQUIRED POLICIES/TRAINING CERTIFICATES AS FOLLOWS:
 - [ERGONOMIC POLICY](#)
 - [AFFIRMATIVE ACTION POLICY STATEMENT](#)
 - [POLICY STATEMENT AGAINST HARASSMENT](#)
 - [EMAIL USAGE AND MANAGEMENT POLICY](#)
 - [DOMESTIC VIOLENCE AND VIOLENCE IN THE WORKPLACE](#)
 - [SOCIAL MEDIA POLICY](#)
 - CONFIDENTIALITY AND OTHER POLICY AND TRAINING CERTIFICATE(S) SPECIFIC TO DEPARTMENT
 - u. NEW EMPLOYEE ORIENTATION CHECKLIST
 - v. NEW HIRE/REHIRE DOCUMENT CHECKLIST
 - w. CREDIT UNION INFORMATION

2. Ensure that the new employee is set up in TAMS or equivalent payroll system specific to your Department, Agency and/or Bureau. See the [OFFICE OF STATE CONTROLLER MS-TAMS](#) web site for more information. (Depending on timing and pay cycle, this could take as long as 10 days.)
3. Schedule time for new employee to review [HEALTH & BENEFITS](#) options and State/Federal tax form- leaving time for questions and answers. (New hires that are considered “confidential” employees should meet separately with agency Human Resource personnel.)
4. Identify and review critical policies. (Be sure specific Agency policies are included.)
5. Ergonomics Test: Schedule if hiring manager is solely responsible for scheduling. If not, work with Human Resources to ensure it is scheduled.

B. Hiring Manager Responsibility

1. Meet with direct supervisor and/or mentor (*mentor only if direct supervisor is not available*).
2. Introduce mentor to ease the transition in the job and agency.
3. Mentor or direct supervisor should introduce new hire to team members, other agency staff and agency leaders.
4. Conduct tour to identify location of cafeteria, rest rooms, copy room, supply cabinet and other important functional rooms and/or areas.
5. Be sure new employee is made aware of emergency evacuation routes.
6. Review job description and clarify any questions that may exist regarding tasks, reporting structure and direct reports (if any).
7. Set up e-mail with signature consistent with others in the unit.
8. Provide information on how to work with payroll to correct errors.
9. Identify key areas of the agency website where forms and policies are located.
10. Show new employee how to navigate through [TAMS](#); and, direct them to the “Help Topic” web site.
11. Review telephone protocol and operations.
12. Are appropriate phone instructions available?
13. Is there a list of key telephone numbers available?
14. Has the [TECHNOLOGY HELP DESK](#) contact information been provided?
15. Pay attention to verbal and non-verbal clues as to the person’s comfort level.
16. Schedule several “how is it going” sessions throughout the day so early problems become known and can be addressed quickly.
17. Balance the day with formal and less formal, technical and less technical events: all carefully planned on a structured agenda.

III. Several Weeks After the First Day

A. Work with Human Resources

1. Ergonomics Test: confirm completed.
2. Ergonomic recommendations implemented.

B. Hiring Manager Responsibility

1. Review work unit tasks and how they fit in with agency vision, mission, values.
2. Schedule feedback sessions to take advantage of the new hire’s “new eyes.” What could be done differently?
3. Continue to pay attention to verbal and non-verbal clues as to the person’s comfort level.
4. Provide the new hire with job objectives, expectations and goals within the performance management form.